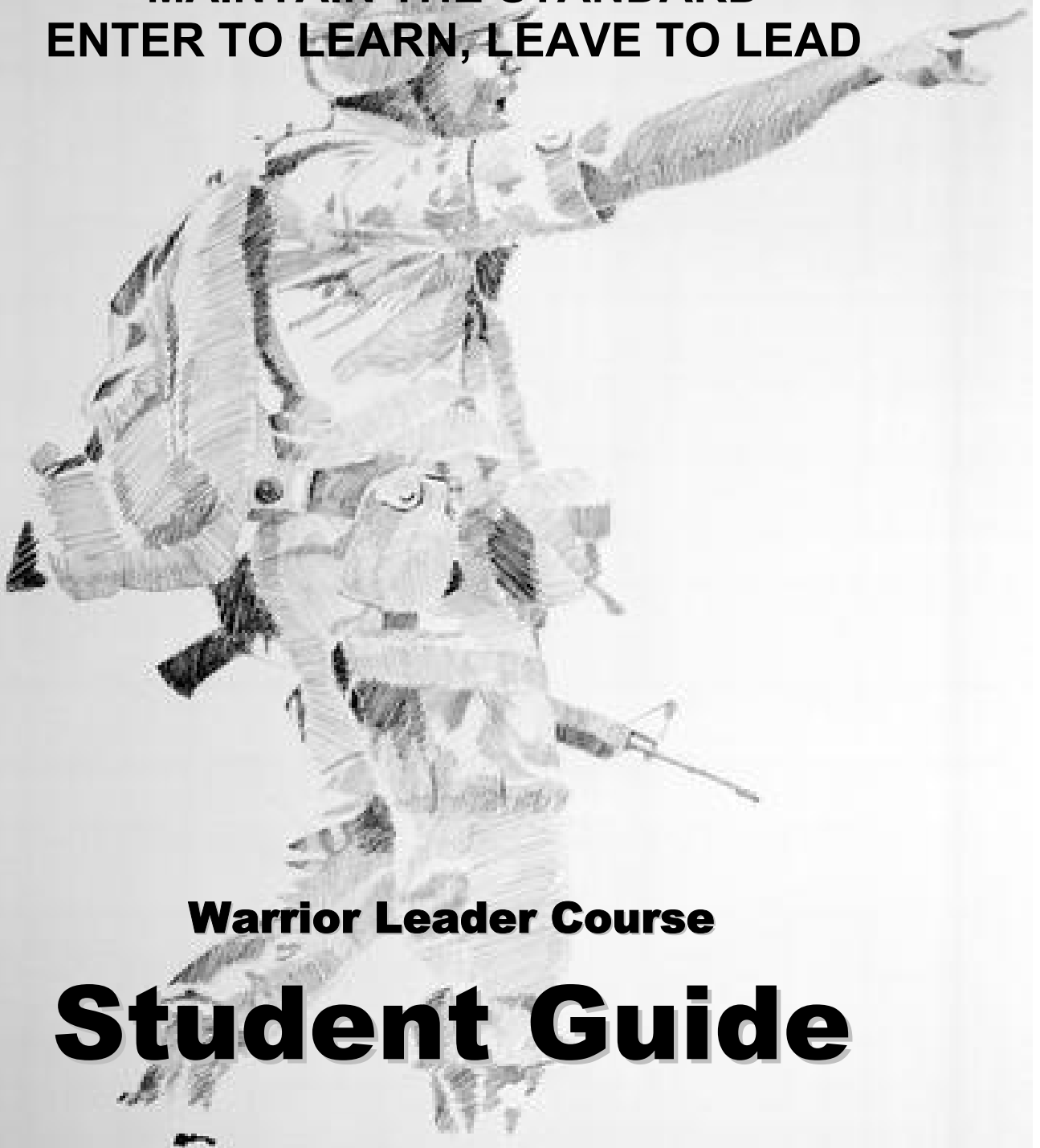




August 2005

**HENRY CARO NCO ACADEMY
“MAINTAIN THE STANDARD”
ENTER TO LEARN, LEAVE TO LEAD**



Warrior Leader Course

Student Guide

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**DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY INFANTRY CENTER
HENRY CARO NONCOMMISSIONED OFFICER ACADEMY
FORT BENNING, GEORGIA 31905-3022**

REPLY TO
ATTENTION OF:

ATZB-NC-NP

01 August 2005

MEMORANDUM FOR Incoming Warrior Leader Course Students

SUBJECT: Welcome Letter

1. On behalf of the cadre of the Henry Caro Noncommissioned Officer Academy, it is my pleasure to welcome you to the Warrior Leader Course.
2. This is a leadership development school designed for personnel whose performance has indicated their potential for advancement and increased responsibility. Your selection to attend this course is tangible evidence of your professional ability and the confidence placed in you by your leaders. Your successful completion of this course will demonstrate that their confidence was well placed.
3. This Academy has no challenges or obstacles that students cannot achieve. With this in mind, prepare yourself with a positive mental attitude and the confidence that you can and will graduate. We will provide you the training and motivation to accomplish this task. I have instructed my cadre to teach, coach, and mentor you in every way. We will place you in a challenging environment and it will be up to you to achieve and maintain graduation standards.
4. This student guide is designed to assist you to understand the operation and administration of the school. You will avoid any unnecessary mistakes by studying it carefully. The standards of the Henry Caro NCO Academy are high. We expect you to have a positive attitude and personally commit yourself to succeed. Further, we expect all graduates to return to their parent unit willing to assume and carry out their basic responsibilities as noncommissioned officers.
5. I extend my congratulations on being selected to attend the Warrior Leader Course and hope your stay is professionally rewarding.

//ORIGINAL SIGNED//
VICTOR E. FLEEK
1SG, USA
Branch Chief

Fort Benning Henry Caro NCO Academy Student Guide for the Warrior Leader Course

Effective Date 01 August 2005

Supersedes Fort Benning Henry Caro NCO Academy Student Guide dated 01 March 2004.

Proponent The proponent for this student guide is the Commandant, Fort Benning Henry Caro NCO Academy.

Commandant
USAIC Henry Caro NCO Academy
Fort Benning, GA 31905
POC phone numbers: DSN-835-2233/2235/6240/6295

World Wide Web This student guide can be downloaded from the Academy home page at <https://www.infantry.army.mil/ncoa/main.html>. Additional information such as the WLC packing list, class dates, pre-execution checklists, student handouts, WLC Sponsor Brief, and spouse information can also be accessed. WLC courseware can be downloaded from USASMA web page, which includes all course material.

Comments and Recommendations Send comments and/or recommendations for changes or additions to the proponent listed above. Comments are welcome either written, e-mail or telephonically.

Purpose The purpose of this student guide is to provide a single-source document outlining policies and procedures for students reporting to and attending WLC. All students must carefully read this guide; students are responsible for being familiar with and for complying with its contents within 24 hours after arrival at the NCO Academy. Failure to comply with the policies or procedures contained herein could result in an early release from the Academy.

Gender Disclaimer The words “He” or “His” when used in this publication represents both masculine and feminine genders.

Distribution	One copy per student is provided on the first day of the WLC training cycle along with other course reading material. Students are required to read the Student Guide within 24 hours of receipt and comply with the contents within.
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Student Guide Approval	The following individuals have reviewed and approved this Student Guide for publication and implementation at the Fort Benning Henry Caro NCO Academy for use by the WLC student.
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Name/Signature	Rank	Title	Date Signed
	CSM	Commandant	25 May 2005
	SGM	Assistant Commandant	25 May 2005
	GS9	Chief of Training	25 May 2005
	1SG	Branch Chief, PLDC	25 May 2005

The Soldier's Creed

I am an American Soldier.
I am a Warrior and a member of a team. I serve the people of the
United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient
in my warrior tasks and drills. I always maintain my arms,
my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close
combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

CREED OF THE NONCOMMISSIONED OFFICER

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind -- accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the

absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

THE SERGEANT



The sergeant operates in an environment where the sparks fly. The sergeant can be accurately described as being where the axe meets the stone. Although not the lowest level of rank where command is exercised, this level is the first at which enlisted soldiers are referred to as sergeant, and of all the grades of the NCO, this one, very possibly, has the greatest impact on the lower ranking soldiers. Privates, who are the basic manpower strength and grade of the Army, generally have sergeants as their first NCO leader. It is the grade sergeant that the privates will look to for example.

Like the next grade, the staff sergeant, the sergeant is responsible for the individual training, personal appearance and the cleanliness of their soldiers.

The sergeant is also responsible for insuring that:

** Each member of their unit is trained to competency in their MOS as prescribed in the appropriate Soldier's manual.*

** All government property issued to members of their unit is properly maintained and accounted for at all times and discrepancies are promptly reported.*

** While on duty status, they are ready at all times to report to the location and activity of all members of their unit.*

** Their unit is trained to function in its primary mission role.*

The authority of the sergeant is equal to that of any other grade or rank of the NCO. Often, however, a lack of delegation of authority by superiors improperly limits the sergeant's ability to act. Professionally competent leaders inherently command respect for their authority and the sergeant must be unquestionably competent in order to carry out the mission correctly, accomplish each task and care for assigned Soldiers.

The rank of sergeant is not a position for learning how to become a leader, no apprenticeship here. While certainly the new sergeant will be developing new skills, strengthening old ones and generally getting better, he is a sergeant!!! and is therefore, no less a professional than those grades of rank to follow.

The Army Goes Rolling Along

Verse:



March along, sing our song
With the Army of the free.
Count the brave, count the true
Who have fought to victory
We're the Army and proud of our name!
We're the Army and proudly proclaim.



First Chorus:



First to fight for the right,
And to build the nation's might,
And the Army goes rolling along.
Proud of all we have done,
Fighting till the battles won,
And the Army goes rolling along.



Refrain:

And it's Hi! Hi! Hey!
The Army's on it's way,
Count off the cadence loud and strong:
For where're we go, you will always know
That the Army goes rolling along.



Second Chorus:

Valley Forge, Custer's ranks,
San Juan Hill and Patton's tanks,
And the Army goes rolling along.
Minutemen from the start
Always fighting from the heart,
And the Army goes rolling along.



Refrain:

And it's Hi! Hi! Hey!
The Army's on its way,
Count off the cadence loud and strong:
For where're we go, you will always know
That the Army goes rolling along.



Third Chorus:

Men in rags, men who froze,
Still the Army met its foes,
And the Army goes rolling along.
Faith in God, then we're right,
And we'll fight with all our might,
And the Army goes rolling along.



Refrain:

And it's Hi! Hi! Hey!
The Army's on its way,
Count off the cadence loud and strong:
For where're we go, you will always know
That the Army goes rolling along!
That the Army goes rolling along!



ACADEMY HISTORY

On 15 October 1973, the Noncommissioned Officer School of the Infantry (NCOSI) was established at Fort Benning, Georgia.

On 12 September 1974, NCOSI was provisionally established as a separate battalion, commanded and staffed by noncommissioned officers. CSM Henry Caro became the first enlisted Commandant of NCOSI. Today, all NCO academies are commanded by Command Sergeants Major - the only enlisted Commandants in our Army.

On 16 December 1974, NCOSI was officially subordinate to the School Brigade, United States Army Infantry School, with the mission of providing command, administrative and logistical support to assigned and attached personnel.

To accomplish its mission, NCOSI organized with a battalion headquarters; a headquarters company, which was responsible for Advanced Noncommissioned Officer Academy; an "A" company, which was responsible for Basic Noncommissioned Officer Academy and Primary Noncommissioned Officer Academy; and a "B" company, which was responsible for a Primary Leadership Course (PLC).

The Noncommissioned Officer Education System (NCOES) grew in the 70s and 80s. On 13 April 1984, the first Primary Leadership Development Course (PLDC) reported to the Fort Benning NCO Academy, replacing both PNCOC and PLC. The Primary Leadership Development Course emphasizes how to lead and train, and the duties, responsibilities, and authorities of NCOs at the team and section level regardless of branch or gender.

The Sergeants Major Academy is responsible for developing the Common Leader Training Tasks for all NCOES courses and is approved by the Training and Doctrine Command (TRADOC). Each Branch Commandant is responsible for developing the combat critical tasks to be taught and evaluated for their particular branch at the basic and advanced NCO educational levels. The Commanding General of Fort Benning, as the Chief of Infantry, directs which Infantry tasks are trained at Basic Noncommissioned Officer Course and the Infantry Advanced Noncommissioned Officer Course which are conducted only at Fort Benning.

NCOES is the horizontal progressive ladder that provides formal NCO education at that critical point in ones military career to properly prepare him/her to perform at the next higher level.

NCOES is also vertically integrated with the commissioned officer education system. Thus ensuring that similar subjects and current doctrine are taught during their respective educational courses. This leads to compatibility in their joint assignment following graduation.

In late 1986, the TRADOC Commander, General Carl E. Vuono, directed that all NCO Academies would come directly under their respective installation Command Sergeant Major and Commanding General for command and control. He also directed that Drill Sergeant Schools be moved under the NCO Academy umbrella. Even though the Drill Sergeant School is not a level of NCOES, it is still professional NCO training.

On 1 February 1987, the NCO Academy became officially subordinate to the United States Army Infantry Center Command Sergeant Major, and consisted of a headquarters detachment to handle all the administrative, logistical, and training support requirements for the Infantry

Advanced Noncommissioned Officer Course, the Basic Noncommissioned Officer Course and the Primary Leadership Development Course.

In June 1987, MG Kenneth C. Leuer stated that the training of the Noncommissioned Officer Corps would be one of his priority missions at Fort Benning, Georgia. He directed Fort Benning's Chief of Staff, Colonel James I. Daily, to provide the guidance and resources required to renovate an old elementary school (Faith Middle School). Colonel Daily was the driving force behind building the most outstanding NCO training complex in the Army.

In July 1988, the command and control of the Drill Sergeant School was shifted from the Infantry Training Center to the Fort Benning NCO Academy.

In December 1988, MG Michael F. Spigelmire directed that Fort Benning's NCO Academy assume the responsibility of developing and conducting a local First Sergeant Orientation Course to be implemented early in 1989. The First Sergeant Course's mission was to train senior noncommissioned officers to perform both tactical and garrison related first sergeant duties with emphasis on battle focused training, support of tactical operations, day-to-day problem solving, Soldier family care, and communicative skills.

In 1989, the Henry Caro NCO Academy won the Army Community of Excellence award. The year 1989 was also proclaimed the "Year of the NCO" by the Chief of Staff General Carl E. Vuono. MG Leuer approved that Fort Benning's new NCO Academy Training Complex be named after its first enlisted Commandant - CSM (deceased) Henry Caro.

On 24 January 1989, SMA Julius W. Gates officially dedicated Fort Benning's NCO Academy as the Henry Caro Noncommissioned Officer Academy.

In 1992 the command and control of the Drill Sergeant School was shifted from under the umbrella of the NCO Academy to the Infantry Training Brigade.

In the summer of 1996 the Battle Staff Course was activated under the NCO Academy. The Battle Staff Course mission is developed and designed to train senior noncommissioned officers on the collection and processing of information in the Tactical Operation Center (TOC).

On 25 May 1999, the command and control of the Drill Sergeant School shifted back from the Infantry Training Brigade to the NCO Academy.

On 14 February 2000, the Headquarters of the NCO Academy was relocated to the west wing of Infantry Hall. The NCO Academy building, formerly Faith Middle School, was torn down.

PLDC Movement to Bldg 17: On 20 May 2005, the Primary Leadership Development Course moved to its present location in Wilkins Hall, Building 17. On 9 August 2005, the Primary Leadership Development Course was renamed the Warrior Leader Course (WLC).

Since activation, the following noncommissioned officers have commanded the Henry Caro Noncommissioned Officer Academy:

<i>COMMANDANT</i>	<i>FROM</i>	<i>TO</i>
CSM Henry Caro	Dec 1974	Nov 1975
CSM Firman Sowers, Jr.	Nov 1975	Mar 1977
CSM Frank A. Caito	Mar 1977	Jun 1979
CSM Charles E. Bohon	Jun 1979	Mar 1980
CSM Russell Anderson	Mar 1980	May 1981
CSM P. D. Rosado	May 1981	Mar 1982
CSM Willie W. Snow	Mar 1982	May 1983
CSM Richard L. Smith	May 1983	Oct 1983
CSM John W. Prost	Oct 1983	Apr 1985
CSM David J. Kloss	Apr 1985	Sep 1986
CSM William N. Roland	Sep 1986	Aug 1987
CSM James W. Fowler	Aug 1987	Mar 1990
CSM Wayne L. Gibney	Mar 1990	Jul 1992
CSM Allan R. Halstead	Jul 1992	Jul 1994
CSM Willie G. Wells	Jul 1994	Nov 1997
CSM George R. Monk	Nov 1997	May 2002
CSM Charles L. Raper, Jr.	May 2002	Dec 2004
CSM Steven M. Warnock	Dec 2004	Present

CHAPTER 1

GENERAL INFORMATION

General Information

The Warrior Leader Course (WLC) is the first step in the Noncommissioned Officer Education System. WLC trains newly appointed sergeants in basic leadership skills, noncommissioned officer (NCO) duties, responsibilities and authority, and how to conduct performance-oriented training. WLC focuses on leadership training. The course produces battle-competent junior NCOs who are qualified team/section leaders, trainers of leader and war fighting skills, evaluators and counselors, conductors/participants in individual and collective training, and performers/teachers of leader skills, knowledge and attributes.

The course is non-MOS specific, taught in an NCO Academy live-in environment, using small group classroom instruction with practical application, followed by hands-on performance-oriented training conducted in a field environment, culminating with an extensive situational training exercise (STX). Small Group Leaders (SGLs) assess the students' leadership potential and evaluate their ability to apply lessons learned, and effectively lead their classmates in a tactical environment.

Course Length

WLC is a 4-week, 2-day course, culminating with a 96-hour STX.

Prerequisites Students must meet the following course prerequisites:

- Rank of Sergeant, not a WLC graduate; or
- Corporal or Specialist promotable; or
- Corporal or Specialist in a STAR MOS; or
- Corporal or Specialist in a leadership position, and
- Recommended by the immediate unit commander, and
- Passed the APFT within the past 30 days, and
- Meet physical fitness and weight standards in accordance with AR 350-1 and AR 600-9, and
- Fully trained on all skill level 1&2 Common Task Test, and

Prerequisites (continued)

- If age 40 or over, must have completed a periodic physical exam within the last five years, and
 - Does not have a physical profile that prevents completing course graduation requirements, and
 - Have all items of clothing and equipment required to attend the course, and
 - Soldier does not have a flagging action pending, and
 - Does not have any appointments pending, and
 - No previous convictions of a misdemeanor crime of domestic violence (Lautenburg Amendment).
 - Follow the Army Schools System (TASS) Unit Pre-Execution Checklist. Checklists are available on the website.
-

Reporting to

Students will report in BDUs to Classroom 1, Inprocessing, Wilkins Hall, Henry Caro NCO Academy, Bldg 17 between the hours of 0800to 2200.. Students must have in their possession:

NOTE: Soldiers must be in ATRRS to attend WLC.

- **Soldiers from installations other than FT Benning** -(5) copies of DD Form 1610.
- **Fort Benning Soldiers only**-(5)copies of the memorandum orders (do not substitute with OML or seating reservations).
- Pre-execution checklist (**MUST BE COMPLETELY FILLED OUT**).
- Identification card and ERB.
- Identification tags with required chains.
- (Reserve Component Only) Finance Records.
- All required clothing/equipment along with Clothing and Equipment Checklist signed by their first line supervisor.
- Original DA Form 705 (Soldier must have been tested within 30 days prior to the class start date).
- Clothing and Equipment checklist from Benning NCO Academy web site.

Physical Profiles

A student with a permanent profile must bring a copy of the DA Form 3349 to in processing. Soldiers with P-3 or P-4 profiles must bring MMRB results also. The profile must include an aerobic event for the APFT and list all activities the Soldier can do. **Soldiers with permanent profiles that do not allow completion of all course graduation requirements will not be enrolled in the course and will be returned to their units.** The Commandant, on a case-by-case basis, will determine whether or not the student will continue with training after receiving a temporary or permanent profile after enrollment.

Physical Requirements	<p>Students must meet the following physical requirements during the course:</p> <ul style="list-style-type: none">• Pass the APFT.• Negotiate rough terrain under varying climatic conditions.• Conduct, demonstrate, and lead drill and ceremonies.• Conduct, demonstrate, and lead physical fitness training.• Walk a minimum of 3200 meters with Load Carrying Equipment (LCE) in a minimum of three hours.• Lift and carry all required packing list items (OCIE and CTA 50-900) for short distances.• Carry 50 pounds combat load containing mission essential equipment.• Occasionally lift and carry fuel, water, ammo, MREs, or sandbags.• Low crawl, high crawl, and rush for three to five seconds.• Move over, through, and around obstacles.• Carry and fire individually assigned weapon IAW applicable regulatory guidance.• Don Mission-Oriented Protective Posture (MOPP) gear.
Educational Goals	<p>The training in PLDC focuses on:</p> <ul style="list-style-type: none">• Self-discipline.• Professional ethics.• Leading, disciplining, and developing Soldiers.• Planning, executing, and evaluating individual and team training.• Planning and executing missions and tasks assigned to team-size units.• Caring for Soldiers and families.
Graduation Requirements	<p>To achieve course graduation requirements, the student must meet the minimum score as indicated:</p> <ul style="list-style-type: none">• Written Examinations I, II, and III (70%).• APFT (60% or better in each event).• Land Navigation Evaluation (3 of 4 points) (70 %).• Physical Fitness Training Evaluation (70%).• Individual Training Evaluation (70%).• Leadership Evaluations (Garrison and Field) (70%).• Fully participate in the Situational Training Exercise.
Curriculum	<p>There are three blocks of instruction: Leadership Skills, Training Skills, and Warfighting Skills. The United States Army Sergeants Major Academy (USASMA) has designed an educational philosophy to challenge the students through a thorough academic regimen. WLC tests the students' comprehension of the subject matter with written examinations and performance evaluations. The course of instruction</p>

enhances those skills with which students are familiar and develop new ones that they need in the performance of their NCO duties.

Lesson

Summaries:

A. Leadership Skills:

(L221) Introduction to Military Leadership:	Students will learn basic information concerning Army leadership and leadership framework--its construction--and the definition of leadership. The student will learn the three levels of leadership and will be able to describe the terms "Leaders of Leaders" and "Subordinates". (1 hour)
(L222) What a Leader Must "Be-Know-Do":	Students will learn what they must Be, Know, and Do to be an effective NCO. The primary focus of this lesson is to enhance the students' knowledge of these characteristics. The lesson will also show the students how embracing these characteristics, in their approach to leadership, reinforce their role as leaders. (3 hours)
(L223) The Human Dimension Role in Leader Development:	Students will learn the scope of importance that the human dimension role has on leadership. Identify the three major elements in the makeup and success of the soldier, team, and institution. Learn of the various causes of stress and how climate and culture dictates the environment in which they lead. Learn the five leadership styles available to them to use based on the situation, mission, and their subordinates. Finally, learn that all of their actions and decisions will have intended and unintended consequences. (4 hours)
(L224) The Four Direct Leadership Skills:	Students will learn interpersonal, conceptual, technical, and tactical skills that the leader must KNOW to effectively lead a squad of Soldiers. First they will learn how communicating, supervising, and counseling are key interpersonal skills. They will learn the four conceptual skills—critical reasoning, creative thinking, ethical reasoning, and reflective thinking—to possible decisions. Students will learn the importance of technical expertise in knowing and operating equipment so as to train their subordinates in its use, to include new equipment. Finally, the two areas—doctrine and field craft—that a leader must KNOW to lead a squad of Soldiers in peace and war. (4 hours)
(L225) The Three Direct Leadership Actions:	Students will learn the three leadership actions that direct leaders must perform to effectively lead a squad. They will learn of the many categories (actions) that make up influencing, operating, and improving. (3 hours)
(L226) Maintain Discipline:	This lesson provides information to students concerning their role in assisting the commander in maintaining unit discipline. It provides options available to the NCO support channel and the chain of command to enforce unit discipline. Students will learn the differences between discipline and self-discipline, types of military authority,

	individual and command responsibility, NCO responsibilities and associated duties and identify command relationships desired among officers, NCOs, and their subordinates. This lesson also covers the Army Homosexual Conduct Policy. (4 hours)
(L228) Conduct Developmental Counseling:	Students will learn the fundamentals and techniques of developmental counseling. They will prepare for and conduct a subordinate-centered counseling session producing a plan of action that focuses the subordinate on individual and unit goal accomplishment. (5 hours)
(L230) The Army Writing Style:	This lesson introduces the student to the Army writing style. The student will learn that effective Army transmits a clear message in a single rapid reading and is generally free of errors in grammar, mechanics, and usage. (2 hours)
(L231) Commandant's Orientation:	The Commandant welcomes the new students and provides them an orientation and briefing on the local SOP. His welcome includes a safety briefing and standards of conduct expected while attending the course and it introduces the staff and faculty. He will also explain PLDC graduation requirements, NCOA standards, and local command policies. (Developed by local academy commandant.) (1 hour)
(L232) Introduction to PLDC:	SGLs will provide the students an overview of the Primary Leadership Development Course and explain the objectives and course standards. They also discuss the course's content, explain the small group process, and cover study requirements and techniques. (2 hours)
(L233) Identify the Historical Progression and Significant Contributions of the NCO:	This lesson teaches the student the historical progression and significant contributions that the NCO has made as he existed during the pre-Revolutionary War period, Revolutionary War, War of 1812, Civil War, World War I, World War II, Korean War, Vietnam War, Operations Just Cause, Desert Storm, and Enduring Freedom. (2 hours)
(L234) Perform Personnel Actions:	Students will learn how to perform the duties as a rater of a subordinate Soldier using the NCO Counseling Checklist/Record (DA Form 2166-8-1) and the Noncommissioned Officer Evaluation Report (NCOER), DA Form 2166-8 (4 hours)

Lesson**Summaries****B. Training:**

(T221) Risk Management:	This lesson teaches the student how to implement the risk management process to minimize the frequency and severity of accidents in the activities they will lead. They will learn the basic principles required in implementing risk management, the five steps of risk management, the human behaviors that affect mission readiness, and the hazards associated with fratricide. (2 hours)
(T222) After Action Review:	Students will learn how to conduct an AAR and the importance of the AAR process, by allowing all participants in an exercise to provide input into how well an exercise went, what the purpose of the training was, what went right, what went wrong, and how to improve. (1 hour)
(T203) Risk Management:	Discusses safety factors that increase the risk of accidents in training. Discusses the theory and process of reducing incidents of fratricide and the risk management process. (2 hours)
(T223) Battle Focused Training:	This lesson will provide a basic introduction to battle focused training. Students will learn the Army's nine principles of training, training doctrine, Mission Essential Task List (METL) development process, training planning process, and requirements for training execution. Also, the student will learn the NCOs training responsibilities, preparation necessary to conduct individual training, and training execution considerations. Students will prepare and conduct individual training. (10 hours)
(T224) Physical Fitness, Train the Trainer:	Students will learn the techniques and procedures they need in order to conduct the Army's physical fitness program. This lesson's primary focus is to enhance the student's knowledge of physical fitness and how to conduct a variety of fitness training exercises. This lesson offers the students the opportunity to actually perform the different exercises. (14 hours)
(T226) Supervise the Implementation of Preventive Measures Policies:	This lesson provides the students some of the most important aspects of training their subordinates in the medical threat and principles of preventive medicine measures. It teaches them that as an NCO it is their responsibility to ensure their Soldiers remain healthy during field operations. Students will learn preventive medicine measures for heat injuries, cold injuries, insects, poisonous plants and fruits, food and waterborne diseases and illnesses, noise hazards, and toxic chemicals (non-NBC). Students will learn to monitor their subordinates' personal hygiene and physical and mental fitness. (2 hours)

Lesson**Summaries:****C. Individual Studies:**

(S201) Study Hall:	Provides student time to adequately study and prepare for the next day's lessons. Allows an instructor to recognize and assist students in correcting poor study habits. (26 hours)
(S202) Training Support Activities:	(Commandant's Time) Includes time for instructor-led retraining and retesting, additional instructor-led physical fitness sustainment training, instructor-led issue and turn-in of equipment, instructor-led travel to and from training sites, religious activities, instructor-led physical fitness remedial training and other non POI hours that require instructor contact hours. (56 hours)
(S203) Student Counseling:	Provides time for the Small Group Leader (SGL) to conduct reception and integration, leadership evaluation and performance counseling. Also provides time for the preparation of the Student Academic Evaluation Report (DA FORM 1059). (14 hours)

Lesson**Summaries:****D. Warfighting Skills:**

(W221) Map Reading:	This lesson provides the student with reinforcement training of some of the Skill Level One map reading and land navigation skills. The lesson will also teach the more complex Skill Level One skills. This lesson is a foundation for the Land Navigation lesson later in the course. Students will learn how to determine elevation, orient a map using a lensatic compass, determine direction, convert azimuths, determine polar coordinates, and learn intersection and resection techniques. (13 hours)
(W222) Combat Orders:	This lesson will teach students their troop-leading procedures and three types of combat orders—warning order, operation order, and fragmentary order. They will also learn the importance of and what they must concern themselves with while conducting pre-combat checks. Students will learn to implement a squad level combat order by conducting troop-leading procedures, conducting pre-combat checks, and interpreting the commander's intent of a combat order. (4 hours)
(W223) Conduct Movement:	Students will learn some basic techniques and procedures used to employ a squad-sized element in combat. They will learn the basics of moving a squad/team—using hand and arm signals—using the appropriate movement techniques in the proper movement formation based on the tactical situation. Students will also learn how to select a movement route using a map, conduct actions at danger areas, and enforce detection prevention measures. (6 hours)

(W224) Occupy an Assembly Area:	Students will learn the procedures required to occupy an assembly area. They will learn how to prepare to occupy the area, move to the area, establish security, and defend an assigned sector. (4 hours)
(W225) Combat Operations:	Students will learn the basics of leading a team/squad in basic combat operations by reacting to contact, breaking contact, reacting to an ambush, and conducting a hasty attack. (7 hours)
(W226) Land Navigation:	Students will utilize skills they learn from this lesson—coupled with the skills they learned in the Map Reading and Conduct Movement lessons, to navigate from one point on the ground to another point while dismounted, using a lensatic compass during the day and night. Students will take a performance examination where they must find a minimum of three out of four points to graduate from PLDC. (12 hours)
(W227) Situational Training Exercise:	Soldiers will participate in an end-of-course situational training exercise. SGLs will assign students to leadership positions where they will lead a section/squad. SGLs will evaluate the students in their procedures and other leader skills they learned in the course. (96 hours)
(W228) Tactical Operations Reports:	This lesson teaches the student the format and use of the SPOTREP, Situational Report (SITREP), Unexploded Ordnance (UXO) Report, and the Call for Fire/Adjust Indirect Fire reports. The student will utilize the reports during the situational training exercise at the end of the course. (2 hours)
(W229) React to Possible Improvised Explosive Device:	This lesson provides the students with a base of knowledge of improvised explosive devices (IED); how they are made, employed, and the action to take when a Soldier finds a possible IED, to include reporting the find using the UXO report. (1 hour)
(W230) Casualty Evacuation:	This lesson covers the basic fundamental procedures Soldiers must follow to rescue, plan, and assist with the safe, effective evacuation of injured and wounded soldiers on the battlefield. Students will learn that the basic principle of first aid is to evaluate the casualty's injuries and administer first aid before moving them. (3 hours)

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CHAPTER 2

ADMINISTRATIVE INFORMATION

**Administration
General**

The purpose of this chapter is to provide you with basic information regarding the conduct of WLC. It is not intended to describe every possible situation, but will answer many of the most frequently asked questions. You are encouraged to ask questions about any matter that is not clearly understood. This will preclude problems from arising later.

Food Service

The Dining Facility (Bldg. 83) is located in the Academy area. Students must comply with published Dining Facility standards. While in the Dining Facility:

- No smoking or using tobacco products.
 - Remain at Parade Rest in the chow line.
 - Do not place headgear on serving lines or tables.
 - Do not eat or drink in the serving line.
 - Place your tray at your table prior to getting your drinks.
 - Double stack your trays when finished eating before placing in tray carts
 - This is substance intake not social hour. Eat with minimal conversation and leave when finished to make room for other students.
 - Do not remove food from the Dining Facility.
-

Visitation

Visitors will report directly to WLC Operations in Bldg. 17 upon arrival. Students are responsible for the conduct of their visitors. Members of the student's chain of command may visit as necessary. Visitors are not allowed to disturb or interrupt training. Visitors are not allowed in the student billets. **Sponsors and members of the student's chain of command must be in duty uniform to visit the student. No civilian clothes or PT uniforms even to drop off items for the student.**

Lunch meal visitation: Members of the student's unit chain of command are encouraged to visit with their student during lunch in the Dining Facility. Arrangements must be made a minimum of 24 hours in advance by calling the WLC Operations Section @ DSN 835-6228/6375. Students may have up to two lunch visitors per day. Only sponsors and members of the student's chain of command may have lunch with their student during visitation days, provided the student is not in the field and prior arrangements have been made. The lunch meal hours are normally from 1130 – 1230.

Visitation (continued):

Special Visitations: Sponsors and members of the student's chain of command are encouraged to visit their Soldier to provide motivational guidance whenever a student has failed an examination or evaluation. Prior coordination must be made prior to observing training. The Branch Chief will determine the need. **No unit members will be allowed to visit any of the testing sites, i.e., APFT, Land Navigation Test, and Written Examinations.**

Privately Owned Vehicles

Students are authorized to bring POVs to the course. Vehicles are off limits except when students are on pass.

Absences

Absence from your appointed place of duty is unauthorized. When enrolled in WLC, your place of duty during duty hours is Bldg 17 and after duty hours is Bldg 17. WLC cadre may authorize you to be at another location or as specified by the training schedule. If for some reason you find it necessary to leave your place of duty, you must utilize the cadre chain of command for authorization. In all emergency cases, the Commandant will be notified immediately.

- Only leaves of an emergency nature are granted. Students will be released from the course and returned to parent unit for processing emergency leave. TDY student's unit arranges for transportation to and from Fort Benning.
 - Personnel going on leave upon completion of WLC must have a DA Form 31 approved from their parent unit.
 - Prior to attending WLC, the student should make every effort to reschedule any appointments. Appointments not rescheduled will be dealt with on a case-by-case basis. As a rule, no outside appointments are honored while attending WLC.
-

Accountability

Due to the nature/structure of the course, 100% accountability is maintained at all times. Students will not leave their place of duty without the permission of WLC cadre. Normally, a duty day is from 0500 to 2200. WLC cadre and the training schedule will define the duty hours and after duty hours. Cadre will conduct accountability inspections on a random, unannounced basis after duty hours throughout the course. Failure to be accounted for as directed will constitute an absence from appointed place of duty (violation of Article 86, UCMJ).

**Accountability
(continued):**

You are authorized to use the break area, telephones, dayroom, and PT field. These are the only other areas besides the sleeping area that the inspecting cadre will check when conducting an accountability inspection. Overhead lights will be turned off NLT 2200 daily. The Cadre CQ will conduct bed checks sometime after lights out. Everyone must be in bed until first call unless on a scheduled duty.

Failure to comply with the paragraphs in this section will result in you being recommended for disciplinary release, and or receive punitive/non-punitive action.

**Buddy System
Policy**

The buddy system establishes policy for the pairing of WLC Soldiers into teams for the following reasons:

- Mutual support and assistance
- Teaching teamwork
- Development of a sense of responsibility and accountability for fellow Soldiers
- Improving safety during training
- Reducing the likelihood and opportunity for sexual harassment, misconduct, and suicide gestures or attempts.

Soldiers are introduced to the buddy team concept at WLC. Students are formed into two person buddy teams upon arrival at the Academy. Team members learn to help each other in all aspects of training. Buddy teams are formed on the following guidelines:

- Instructors will instruct all Soldiers on the purpose and rules of the buddy system.
- Buddy team changes from the initial pairing should be limited
- Buddy teams will not be required to attend sick call or personal appointments together. Cadre will pair other Soldiers of the same gender who are also reporting to sick call.
- Soldiers will march in groups of three or more at all times while in WLC to include personal time during Training Support Activities.
- At no time will a WLC student be permitted to move about Fort Benning alone.

Postal Service

Mail call is held once daily. A mailbox is available in Building 17 quad. Your unit **must** forward your mail to you through MPS at the following address:

Student's name and rank
Henry Caro Noncommissioned Officer Academy
WLC / Student Roster Number
Fort Benning, GA 31905

**Fort Benning
Facilities**

AAFES Laundry & Tailor: Mall Shoppette PX Bldg 1711, (706)682-0473 Mon-Sun 0730 - 1900 The PX concession provides laundry and dry-cleaning services. All soldiers are required to present a neat military appearance. Alterations required for proper uniform fit can be accomplished at the tailor shop within the **Military Clothing Sales Store:** Bldg 285, 689-7981 Mon-Sat 0900 - 1800, Sun 1100 – 1700.

Barber Shop: The Barber Shop is located in BLDG. 4, 1st floor Mon-Fri 0730-1500.and at the **Mall Shoppette PX** Bldg 1711, (706) 682-0473 Mon-Sat 0900-1800. **Main Exchange** Bldg 9230, (706) 687-0384 / 0385 Mon-Sun 0900-2100.

Post Exchange: Main Exchange Bldg 9230, (706) 687-0384 / 0385 Mon-Sun 0900-2100, Sun 1000-1900. **Infantry Hall PX** Bldg 4, (706) 687-0219 Mon-Fri 0700-1500, Closed Sat-Sun. **Mini-Mall Shoppette PX** Bldg 1711, (706) 682-0473 Mon-Sun 0730-2200. **Sightseeing Road PX** Bldg 2821, (706) 687-6806 Mon, Wed, Thu & Fri 1130-1830, Closed Tue, Sat, Sun **Students will not purchase alcoholic beverages from the exchange.** Checks can be cashed at the PX for up to \$300.00.

Military Clothing Sales Store: Bldg 285, 689-7981 Mon-Sat 0900-1800, Sun 1100-1700.

Telephone: You can make military phone calls from the CQ Desk or WLC Operations, Bldg 17. No morale calls will be made without prior authorization through your cadre or the WLC Branch Chief. Cell phones are **only** authorized during student time; at **no** time will cell phones be brought to training.

ATM: There is an ATM located at the shoppette or Wachovia Bank.

Quartermaster laundry: Located in building 228 behind the main post gas station / shopette. Hours are Mon-Fri 0630-1830, Sat 0800-1200.

Boot Shine Service: Located in the main post gas station / shopette. Mon 1200-1800, Tue-Fri 0700-1800, Sat 0700-1600

**Medical
Services**

The Aid Station is TMC 2 located in Bldg. 2650. Sick call hours are Monday through Friday starting at 0630. You must report to the CQ prior to first formation to fill out a sick call slip, and sign out for sick call. After-duty or emergency sick call is conducted at any time. Report to the CQ and he will escort you to the appropriate TMC or emergency room.

	Personnel returning from sick call will report to operations and turn in their sick slip, DD Form 689.
Religious Services	Services are conducted at multiple locations throughout Fort Benning. Time and location for services are posted on the information board in student billeting. Students may worship where they choose on student free days. Students are not required to attend worship services. Students will not be penalized or placed on details for not attending services. Please inform your SGL if you need special religious services.
Student Assistance	<p>The WLC cadre and chain of command are available to assist students with any problems (i.e., academic, personal, financial, spiritual, etc.).</p> <ul style="list-style-type: none">• Unit sponsors will represent and support each student attending WLC. The sponsor's responsibility is to fully support the student he is assigned to sponsor. The sponsor should communicate with the student on a weekly basis. Visitation is encouraged. Sponsors are encouraged to bring or exchange equipment and clothing, and their student's mail to WLC Operations. <u>Sponsors are required to be in BDUs or Class A/B to visit students. Visitors wearing civilian clothes or PT uniforms will not be allowed to visit students..</u>• A copy of the training schedule is posted in each of the student classrooms.
Student Assistance	Students are responsible for reading information posted on student bulletin boards. Bulletin boards are located on the 3d floor of Bldg. 17 and in the WLC classroom hallways.
Grievances	<p>All students have the right to present their complaints and/or grievances verbally or in writing anytime during the course. Students are highly encouraged to utilize their student chain of command for routine matters.</p> <ul style="list-style-type: none">• The Henry Caro NCO Academy chain of command is: Small Group Instructor, Senior Small Group Instructor, Branch Chief, Assistant Commandant, and the Commandant.• The Commandant and Branch Chief's Open Door Policy applies to all students. This is posted on the WLC Bulletin Board.• Inspector General: Each student has the right to see the IG; however, students are encouraged to go through the Academy chain of command to solve their problem before going further.

**Academy
Behavior
Standards**

Military customs and courtesies exist for the purpose of fostering pleasant, ethical, and harmonious living, good taste and manners. Simple courtesy is an important indicator of a person's bearing, discipline, and manners. This reflects on the students unit as well. Some points to remember but are not limited to:

- Use correct titles of address as specified in AR 600-20.
- Extend military courtesy to seniors (both officers and enlisted)
- Upon filing into a building, headgear will be placed in the left hand. You will quietly march at the position of attention.
- When speaking to or being addressed by a noncommissioned officer of superior rank, (to include student leaders), stand at parade rest until ordered otherwise. Stand at attention when being addressed by an officer. **THERE ARE NO EXCEPTIONS!**
- While in a group the student in charge or the senior student in charge will call "*At Ease*" when approached by a noncommissioned officer, senior to them, who desires to address the group or an individual student.
- Students will not call "*At Ease*" in the classroom, barracks or anywhere a class or training is being conducted.
- Students will call "*At Ease*" in the classroom, barracks, or anywhere when activities other than a class/training are being performed.
- Students will stand at "*Parade Rest*," in the dining facility line, supply room line, arms room line, and when outside all cadre offices.
- Extend courtesy to the U.S. Flag.
- Render the hand salute and/or greeting of the day when appropriate.
- In student barracks rooms, call "At Ease" whenever any NCO enters. Stand at "Parade Rest," until the NCO says: "At Ease."
- Call "At Ease" if any Cadre enters the outdoor student break area.
- Cadre and students will not use profane language.
- Smoking is allowed in designated smoking areas only.
- Students will not wander around Fort Benning with coffee cups, soda cans, sports drink bottles, etc. Do not bring any of these items to training events.

**Reporting to
Cadre**

Students will adhere to the following procedures when reporting to Cadre:

- Knock loudly on the door.
- Enter when told to do so. Upon entering, assume the position of attention two steps in front of the center of the desk.(salute the 1SG and the Commandant only)
- Report as follows: "Sergeant, 1SG, or Sergeant Major", "Sergeant, (your last name) reports."
- The Instructor will place the student at Parade Rest.
- Once dismissed, assume the position of attention. (Salute the 1SG and the Commandant only), sound off with the academy motto of

“Maintain the Standard”, execute an about face, and step off with the left foot exiting the office by the most direct route.

**Appearance
Standards
(Garrison)**

All soldiers on Fort Benning are expected to maintain a high standard of appearance IAW AR 670-1 and Fort Benning SH21-10. The uniform for each day is posted on the training schedule. Changes are posted on the student bulletin board. The following applies:

- Students will wear the road guard vest when marching. The front and rear element road guards will wear them in formation. When there are only three people in a formation, all three will wear the road guard vest.
- The Battle Dress Uniform (BDU) or ACU with sleeves down is the duty uniform. Uniform appearance and fit will comply with AR 670-1, and TM 10-227.
- When in garrison, students will wear the beret (organization black, maroon, green or tan beret), highly shined boots, clean pressed BDU, ID card and ID tags.
- You can wear boots of your choosing, so long as they comply with AR 670-1 standards.

Appearance Standards (Garrison)

- The Army PFU is worn to and from PT, the billets, and student break area after the duty day. Elastic bandages, braces, and other devices are not worn with the PFU unless prescribed by medical personnel (profile sheet required). Gray or black biker shorts (spandex shorts) are authorized as long as they are in compliance with AR 670-1.
- Wearing of jewelry will comply with paragraph 1-14, AR 670-1.
- Eyeglasses will comply with paragraph 1-15; AR 670-1, except only medically required/prescribed sunglasses may be worn. Nonprescription sunglasses or tinted/polarized prescription glasses are not authorized for wear in the Academy Area.
- Use shoe polish to polish boots; paint, sprays, leather luster, floor wax or other means of attaining a high shine on boots are prohibited.
- Clothing worn or displayed will be properly fitted, clean, serviceable, and pressed.
- Civilian clothing is not worn while attending WLC. The only exception is for emergency leave purposes.

**Appearance
Standards
(Field Uniform)**

The basic field uniform consists of the BDU top and bottom, boots, Ballistic Helmet, LBE with two full canteens of water, socks, T-shirt shirt, ID card and ID tags, notebook, pen or pencil. Additional equipment is worn or added as prescribed by the training schedule or cadre instruction. BDU sleeves are worn down at all times.

- The BDU coat and BDU trousers must be of the same material. BDUs will be clean and serviceable.
- Cold weather boots are highly recommended for wear in the winter at Fort Benning.
- Load Bearing Equipment (LBE) or Load Bearing Vest (LBV) is worn properly. All buckles and snaps are secured, waist belt fastened around the waist.
- Secure all loose cords, silence all noisy metal-on-metal items, and subdue all shiny objects.
- Camel-Bak® type hydration packs are optional items, but recommended in the summer months. No labels or logos will be visible when wearing the carrier. Cover the Camel-Bak® logo with a sewn-on nametag or cut off the logo tag. The Camel-Bak® carrier will be the woodland camouflage or black pattern only. Read AR 670-1.
- When worn, camouflage face paint is worn IAW STP 21-1-SCMT, task 051-191-1501.
- You will not wear a rag around your neck or any type of stocking cap on your head. Neck gaiters and watch cap can be worn in the winter when authorized by the cadre.
- The Ballistic helmet is worn with the chinstrap fastened – always. You can remove your helmet when conducting After Action Reviews, eating, or sleeping. Otherwise, it's on your head. Dew rags or patrol caps will not be worn underneath the helmet.
- Civilian style backpacks will not be worn in the field. The Army issue rucksack is the only pack worn.
- Finger-less or cut-off gloves will not be worn. You may wear black leather gloves or black shells. The green wool inserts are not worn without the shells. Nomex® flight gloves are not authorized while attending PLDC.
- When issued, MILES gear is worn properly. Batteries in the equipment are mandatory.
- MILES Torso harness is worn with the battery box to the rear, four sensors on the front of the body, four to the rear of the body. Do not cover sensors with tape, paint, markers, or plastic.
- MILES halo is secured on the Kevlar helmet with the battery box to the rear. The halo is taped or tied to the helmet for security. All sensors are exposed and not obscured with camouflage.
- Ammunition is carried properly. All 5.56mm M-16 ammunition is carried in magazines. All 5.56mm machine gun ammunition is carried in bandoleers, butt-packs or rucksacks. You will not carry linked ammunition in belts wrapped around your waist or shoulders.
- Soldiers allergic to insect stings will carry their own bee-sting kit in their left breast pocket with the red belt-tab extended for easy identification.

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- Soldiers who are prior heat or cold weather injuries will identify that information at in processing.
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Classrooms

The small group leaders will establish classroom norms. The emphasis of classroom conduct is to foster the best learning environment possible.

- Students maintain professional discipline and military bearing at all times.
- Students will not stand to keep awake in the classrooms.
- Classrooms are maintained in a high state of organization, cleanliness, and repair.
- Smoking (or using tobacco products) and eating in classrooms is prohibited. You may only have one cup of coffee, water or a soft drink at your desk.
- No food or candy is allowed in the classroom at any time.
- All canteens or cups will come off the desk during all examinations.

Maintenance of the Academy Area

The student chain of command is responsible for the upkeep and police of the Academy buildings and outside areas. Supplies or materials for maintenance can be procured from the Academy's supply room. Cadre Platoon Sergeant will appoint a Supply Liaison to control maintenance, student supply requests, and utilization of supplies.

- Police call areas are policed as per cadre inspection guidelines.
- Put cleaning materials and supplies in the janitor's closet when finished using them. When not in use, buffers are secured.
- Protective eyewear, hearing protection, BDUs, and boots will be worn when operating lawn mowers, weed eaters, blowers or similar items.
- Store mops in mop racks outside when not in use.
- Except during clean up, don't move or tamper with the fire extinguisher in any way.
- Academy maintenance may be performed in PT uniform at the duty platoon sergeant's discretion.
- Student leaders will inform subordinates of the time and place of any evening details to be performed.
- Students will not purchase commercial cleaning supplies.

Prohibited Conduct

The following conduct is prohibited and can result in a release from the course or adverse counseling:

- Student-Faculty personal financial transactions of any type.
- Gambling, student-cadre, student-student, of any type.
- Possession and/or consumption of alcoholic beverages while attending WLC.
- Possession of unauthorized or unregistered weapons.
- Lying, cheating, stealing or dishonesty of any kind.

- Fighting.
 - Tardiness.
 - Loss of military bearing (physical/verbal).
 - Leaving the Academy/duty area without authorization.
 - Fraternization: student/cadre or student/student.
 - Conduct unbecoming of a Soldier, on or off duty.
 - Use of profanity.
-

Fraternization

Cadre and students must conduct themselves in a professional manner at all times. Any action that gives even the impression of a personal relationship is prohibited. Specifically:

- Neither Cadre members nor students will use their positions at this Academy to establish relationships.
 - Cadre and students will not display affection at any time, which could be perceived unprofessional. Conduct such as kissing, petting or hand holding either in public places or in billets, concessions or classrooms is prohibited.
 - Students will not engage in fraternization with other students or violate in any way the provisions of Article 134 (UCMJ).
 - Social affairs, unless scheduled as part of the POI, are prohibited prior to graduation. The Commandant is the approval authority for social affairs.
 - Dating between cadre and students is prohibited. Arranging dates after graduation is prohibited.
 - Using first names for both cadre and students is prohibited.
 - Making suggestive comments or using profanity by students or cadre is prohibited.
-

Harassment

Soldiers coming to this Academy as students must feel safe from harassment of all types. Making suggestive and offensive comments to any Soldier is prohibited. Any Soldier observing or receiving harassment must report it to the chain of command as soon as the situation presents itself. Those who fail to report incidents will be considered as accessories to the incident itself.

Physical abuse, verbal abuse, sexual harassment, or racial comments are treated as a serious incident and are reported to the Commandant immediately.

**Equal
Opportunity
Policy**

The Noncommissioned Officer Academy is committed to providing a training environment of equal opportunity and equal or fair treatment for students without regard to race, color, religion, gender, or national origin. To provide an environment free of any type of harassment. Students with complaints or concerns will be referred to the NCO Academy Equal

Opportunity Representative (EOR).

Counseling

Students are counseled by their SGL several times during the course. At a minimum each student is counseled:

- Reception and integration counseling.
 - After failing a written examination or performance evaluation.
 - Mid-course counseling.
 - End of course.
 - At any other time deemed necessary by the Cadre.
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**Spot Reports
and Adverse
Counseling**

A “Spot Report” is a type of counseling. It is an “on the spot” form used by the cadre to conduct immediate written counseling for both positive and negative events. Cadre may issue spot reports or conduct adverse counseling as warranted. Students with negative counseling or adverse spot reports are not eligible for academic achievement awards or graduation honors.

Major Adverse Infractions: Students receiving a spot report for a major infraction are immediately referred to the Branch Chief of WLC for counseling and consideration of release from the course.

The Commandant will decide whether or not to release the student from the course. Some examples include (but not limited to):

- Honor code violations.
- Insubordinate conduct toward an officer, NCO, or cadre member.
- Loss or failure to secure a weapon or sensitive item.
- Negligent discharge of a weapon.
- Falling asleep while on security in the field or on barracks monitor duty.
- Military Police blotter report.
- EO violation.
- Disruptive behavior in class or training.
- Failure to follow instructions resulting in an injury or safety violation.
- Willful or neglectful damage, destruction, or loss of government property.
- Improper association (fraternization) between students or student-cadre.
- Unauthorized use of cell phone during duty hours.
- Possession, use, or distribution of controlled items or contraband. This includes distribution of your own, or use of someone else's prescription medication.
- Unexcused absence from class, formation, detail, training, etc.
- Use of tobacco products inside of government buildings.
- Total disregard of Federal, Army, Post or Academy policies.

Minor Adverse Infractions: Students displaying a pattern of minor infractions (usually two incidents) are referred to the Branch Chief of WL C for counseling and consideration of release from the course. The Commandant will decide whether or not to release the student from the course. Examples include (but not limited to):

- Uniform violations (AR 670-1 or Academy/Fort Benning policy)
- Infraction of an academy or Fort Benning rule.
- Unsatisfactory performance on any inspection.
- Unexcused lateness for class, formation, detail, training, etc.
- Failure to follow instructions.
- Inappropriate cadence calling.
- Inappropriate conduct (on or off duty).
- Inappropriate language (spoken, written, or body language).
- Unprepared for training.
- Loss or damage of government property (other than sensitive items).
- Smoking or dipping in unauthorized areas.
- Sleeping in class.
- Lack of motivation, apathy, malinger.

Positive spot reports:

- Outstanding performance on any inspection.
- Superb preparation and delivery of Training the Force presentations.
- Exceptionally positive influence on the squad or platoon.
- Outstanding performance in a leadership role.
- Preventing an accident through advance recognition of a hazard.

Crime Prevention

Crime prevention is the responsibility of all personnel assigned to the Academy. Individuals are responsible for providing adequate locks for their wall lockers and duffel bags and must keep them locked when not in use. Individuals should not bring cell phones or high dollar items (\$50.00 value or more).

In the event of a break-in or theft, the individual suffering the loss should immediately report the loss to an Instructor or the CQ and give all the details pertaining to the loss. Military Police are not notified without permission from the Branch Chief, Assistant Commandant or Commandant except in cases of extreme emergency.

Student CQ

A student CQ is posted between 2000 until first call. The primary responsibilities of the CQ are to ensure that no unauthorized personnel enter the building and to alert the occupants in the event of an emergency. The uniform for CQ is the PT uniform. The student First Sergeant prepares and posts the CQ roster with Cadre guidance. The CQ keeps a DA Form 1594 (Duty Journal). All events or incidents are logged. The last CQ will complete the bottom of the form, sign it and give

it to the cadre CQ prior to the first formation. No one is exempt from this duty, regardless of position within the student chain of command.

Prohibited Items

Students are not authorized to bring or possess the following items at the academy:

- Any type of privately owned weapon.
- Any knife having a blade length more than 2 ½ inches.
- Any knife with a switch or automatic blade opener.
- Brass knuckles or any device fitting over the hand and used as a striking device.
- Blackjacks, slappers or related devices.
- Straight razors or razors other than normally used for shaving.
- Ammunition of any type (including fireworks).
- Homemade percussion type weapons or articles not associated with everyday use, which can be considered dangerous.
- Controlled substances. Any current prescribed medications must be brought to the SGL's attention.
- Flammables (i.e., paint, paste wax, lighter fluid).
- Televisions, radios, compact disc (CD) players, tape players, or Walkmans.
- Food or soft drinks in barracks area (except in the dayroom, water bottles are acceptable in rooms).
- Sunglasses.
- Fans or portable heaters.
- Any item not listed on the Clothing and Equipment Checklist, or issued by the Academy.
- GPS satellite positioning devices.
- Alcohol beverages.
- Pornographic material, or material that can be offensive in nature.
- Exceptions: authorized prescription medicine or over-the-counter medicine available at exchanges, alarm clocks, additional personal hygiene items, irons, ironing boards, laundry soap, or authorized prescription sunglasses. Any other exceptions must be requested in writing.

Physical Security

The student is responsible for the security and maintenance of all assigned equipment and material. Physical security control measures include:

- The student is responsible for the proper security and safe handling of weapons, ammunition, and explosives.
- Valuable items are secured prior to leaving the barracks. One alarm clock can be left out.
- The safekeeping of valuables is a personal responsibility.
- Students will ensure that their duffel bag and wall locker are secured at all times.

- Prior to the STX, secure all items to include linen and footgear and cell phones in your wall locker.

Weapon and Sensitive Item Security:

- Weapons are secured in the NCO Academy's arms room when not being used during training.
 - During field training, individual weapons and sensitive items are accounted for at all times. There is a 100% accountability of sensitive items report to be submitted at 0700 & 1900 daily.
 - Sensitive item reports are submitted before, during, and after any movement during the Situational Training Exercise.
 - Within 30 minutes of the loss of the weapon or sensitive items, the Commandant is informed through the chain of command.
 - Students on guard duty are responsible for all equipment in Assembly Areas during the STX.
-

Off limits Areas

Students are restricted from entering the following areas:

- Headquarters building offices (unless on official business as directed by the Cadre chain of command).
 - Any cadre member's personal room.
 - Any other student's room unless conducting an inspection or executing student chain of command responsibilities.
 - Any other student's room after lights out.
 - Any unoccupied rooms in Building 17.
 - POVs except during passes or with permission from Cadre.
-

Inspections

The Cadre and student chain of command will conduct daily inspections of the barracks, common areas, and all police call areas to ensure high standards are maintained. The barracks are subject to inspection at any time.

An in-ranks inspection is conducted daily unless otherwise directed by the training schedule. Individual deficiencies are noted and the student is required to make the necessary corrections. During inclement weather, the squad will conduct their inspection in the billets or classrooms.

Formations

Formations are conducted IAW FM 3-21.5 and occur at designated or unannounced times. Attendance is mandatory and only Cadre can authorize an absence. Under normal conditions, students will march at the position of attention. When uneven surface conditions exist, formations are marched at "At Ease" or "Route Step." Horseplay or unprofessional conduct will not be tolerated under any circumstance.

CHAPTER 3

INSTRUCTIONAL INFORMATION

**Student Chain
Of Command**

A student chain of command is designated and rotated periodically, allowing each student the opportunity to perform in a minimum of two leadership positions. The student leaders are responsible for the actions of the students in his squad. Student leaders exercise normal authority and responsibilities in the execution of their appointed command functions. Students will cooperate and obey the orders of those appointed above them. Failure to cooperate with or disobeying directives of the student chain-of-command may result in adverse actions such as dismissal from the course or adverse comments entered on the student's DA Form 1059 (AER).

**Student
First Sergeant**

The student First Sergeant is not a rated position for the purpose of meeting USASMA requirements. Student selection for this responsibility is based solely upon assessed academic strengths (so that the additional responsibility does not interfere with academic requirements). The student First Sergeant's duties and responsibilities include:

- Control, discipline, and appearance of the class.
- Make "on-the-spot" corrections when necessary.
- Assign platoon areas of responsibility for daily maintenance.
- Ensure that the assigned platoon areas are clean and orderly.
- Ensure that the class arrives at the proper place at the appointed time with all required materials and equipment.
- Conduct formations, inspections, and movement of the company to and from various areas as prescribed by the training schedule.
- Maintain awareness of the status of each member of the class and report that status correctly at formations.
- Ensure that all students are familiar with current Academy policies and information posted on the student bulletin board.
- Ensure that all class members and chain of command are aware of details as assigned by Cadre for any given evening.
- Conduct meetings with Cadre and student chain of command as necessary to ensure responsibilities are understood and carried out properly.

**Student
Platoon
Sergeants**

The same rating and selection information as prescribed for the Student First Sergeant applies to the Student Platoon Sergeants. They are selected by the platoon's senior cadre. The student Platoon Sergeant's duties and responsibilities include:

Student Platoon Sergeants (continued)

- Responsible for the actions of the platoon.
 - Keep the student squad leaders informed of any changes.
 - Ensure that the student squad leaders are properly performing their duties and are aware of their responsibilities.
 - Ensure the platoon is at the proper place at the proper time and in the proper uniform.
 - Receive status reports from student squad leaders and submit them to the student first sergeant and Cadre.
 - Designate and oversee any student details that the platoon is responsible for.
 - Supervise the daily conduct of police call.
 - Keep the Cadre informed of any disciplinary, personal, or other problems within the platoon
 - Request and receive supplies from the Senior Instructor on a weekly basis
 - Report barracks/classroom deficiencies to the Cadre
 - Make “on the spot” corrections.
-

Student Squad and Team Leaders

These positions are evaluated in accordance with the Army leadership framework for the purpose of meeting course requirements. Duties and responsibilities of the Student Squad and Team Leaders include:

- The discipline, training, welfare, morale, control and tactical employment of the squad/team.
- Maintain the squad/team’s equipment and area. Report deficiencies to the Student Platoon Sergeant.
- Render accurate and up-to-date status reports at all formations.
- Continuously account for squad personnel.
- Supervise daily police call.
- Make “on the spot” corrections.

While in leadership positions, students are rated on a GO / NO-GO basis and receive point values used to compute GPA on the following areas:

Garrison Leadership Evaluation:

- The seven Army values.
- Decision-making.
- Developing subordinates.
- Communicating with others.
- Building the team.
- Operating in the unit.

Tactical Leadership Evaluation:

- Troop Leading Procedures.
 - Mental attributes.
 - Physical attributes.
 - Interpersonal skills.
 - Conceptual skills.
 - Tactical skills.
 - Communicating skills.
 - Decision-making.
 - Motivating subordinates.
-

Study Hall

Study hall is very important and is mandatory for all students. The SGLs must allow the students to prepare just as they prepare for the next day's class. Students **must** study the required TSP material prior to the presentation.

Training Attendance

Attendance at training events is mandatory for all students. Any student who has an official or medical appointment, quarters, or any emergency that causes him to miss **four hours** (special circumstances will be considered on a case-by-case basis by the Commandant) of programmed instruction will be considered for release from the course. The training is critical and time does not permit the student to recover before moving on to other subject material.

Examinations And Evaluations

In order to graduate from WLC, each student must pass all written examinations, and performance evaluations.

Written Examinations:

- Written Examination I: Measures student's comprehension and retention of classroom material. Must score at least 70% to pass. Contains questions from: Introduction to Military Leadership; What a Leader must Be, Know, and Do; The Human Dimension Role in Leadership Development; The Four Direct Leadership Skills; The Three Direct Leadership Actions; Maintaining Discipline; Enforce the Equal Opportunity/Sexual Harassment Policy; Financial Management; Preventive Medicine; and Supply Procedures.
- Written Examination II: Measures student's comprehension and retention of classroom material. Must score at least 70% to pass. Contains questions from: Conduct Developmental Counseling; Perform Personnel Actions; Training the Force; Environmental Awareness; Wear and Appearance of the Uniform.
- Written Examination III: Measures student's comprehension and retention of classroom material and ability to read a military map.

Must score a 70% to pass. Contains questions from: Map Reading; Combat Orders; and Conduct Movement.

Performance Evaluations:

- Garrison Leadership Evaluation: Evaluates the student's leadership performance based on ability to apply leadership doctrine and effectively lead classmates in a garrison environment.
- Field Leadership Evaluation: Evaluates the student's demonstrated leadership performance based on application of lessons and effectiveness as a leader in a tactical environment.
- Army Physical Fitness Test: Soldier must pass the APFT IAW FM 21-20.
- Physical Fitness Training Session: Evaluates student's ability to properly conduct a Physical Training (PT) session per FM 21-20.
- Individual Training Session: Evaluates student's ability to train Soldiers on an individual task. (CTT related)
- Land Navigation: Evaluates student's ability to navigate from one point on the ground to another using a map and a compass. Students must correctly find 3 of 4 points in the time allowed.

Grading and Testing Plan

Written Examinations: Written Exam I and II consists of 40 questions worth 2.5 points each, for a total of 100 possible points. You must get 28 questions correct to receive a passing score. You are given two hours to complete Written Exam I and II. Written Exam III consists of 20 questions worth 5 points each. The student must get 14 questions correct to receive a passing score. You are given 1 hour to complete Written Exam III. Students may not have computers, cell phones, or beepers in their possession while testing.

Performance Evaluations: You will receive either a GO or NO GO for all performance evaluations. Additionally, each event is converted into a point value, which is used in computing the student academic average. You are **NOT** allowed to use a cue card during a performance evaluation (i.e. a 3 x 5 index card).

Retraining and Retesting: If you fail a written examination or a performance evaluation, your own SGL will retrain you. Retesting will be done within 24 hours. If you pass, the maximum score attainable is 70%. For the purpose of computing grade point averages, the grade points scored on the first attempt are used to compute the GPA. You must attain a minimum standard of 70% as a GPA to graduate.

Students who fail to meet established TRADOC test standards after two separate examinations/evaluations (i.e., original test and one re-test), with the first failure followed by reinforcement training and reviewed by the Commandant, can be dismissed from the course for academic failure.

**Academic
Evaluation
Report
DA Form 1059**

Academic evaluation performance summary is designed to portray the accomplishments and potential that an individual demonstrates while attending the course. A student's performance is assessed based on academic average, APFT score, performance evaluations, total soldier concept, adherence to Academy policies, and leadership ability.

Based on the performance assessment criteria, students will receive one of the following ratings:

A. Exceeded Course Standards: For those students whose overall course achievement is significantly above the standards of the course. This category is restricted to those students who are considered deserving by the Commandant, but will not exceed 20% of the class enrollment. The following guidelines represent the minimum considerations for this rating:

- Displayed superior performance, Army values, and the "Whole Soldier Concept" throughout the course, **and**
- Received first-time "GO" on all examinations/performance evaluations/APFT, **and**
- Have an **overall** grade point average of 90% or higher on the combined requirements, **and**
- Have a SUPERIOR rating in three or more rated "DEMONSTRATED ABILITIES" blocks, Block 14, DA For 1059, **and**
- Did not receive any adverse developmental counseling, and
- Presented superior military appearance and bearing throughout the course.

❖ **NOTE:** If more than 20 percent of the students exceed course standards, use student grade point average in descending order (highest to lowest) to determine class standing. Use the actual APFT score for breaking any ties.

B. Achieved Course Standards: For those students, who achieve course standards, but do not meet the above criteria, the following guidelines represent the minimum considerations for this rating:

- Have an **overall** grade point average of 70% or higher, this includes all examinations/performance evaluations/APFT, **and**
- Have not received more than two adverse developmental counseling's (neither for the same offense-excludes counseling for academic shortcoming), **and**
- Have as a minimum, a satisfactory rating in Demonstrated Abilities in Block 14b, c, and e, of the AER.

C. Marginally Achieved Course Standards: For students who achieved course standards but do not meet the above criteria, the following guidelines represent the minimum considerations for this rating:

- Have received a minimum of “Satisfactory” ratings in block 14b, c, d and e, but required retesting on fifty percent or more course graduation requirements, **or**
- Received three or more adverse developmental counseling’s (excluding counseling for academic shortcomings). Refer these students to the commandant for dismissal consideration, **or**
- Students whose personal characteristics, behavior, attitude, conduct, or overall performance does not justify dismissal, but warrants documentation.

D. Failed to Achieve Course Standards: criteria.

- Failed to meet any course graduation requirement, **or**
 - Dismissed from the course IAW regulatory guidance.
-

Graduation

Upon satisfactory completion of the Primary Leadership Development Course, a formal graduation ceremony is held to recognize those students who have successfully met all course requirements. Upon graduation, each student receives as a minimum:

- Academic Evaluation Report (AER) DA Form 1059.
- Certificate of Graduation.

The graduation ceremony is held at York Field which is in front of Infantry Hall, Bldg. 4, and inside Marshall Auditorium during inclement weather. You are encouraged to invite guests.

Graduation Honors

Distinguished Honor Graduate: This graduate is the student who demonstrated superior academic achievement through the “Whole Soldier” concept. This graduate must meet the following prerequisites:

- All criteria for the Commandant’s List Graduates, **and**
- Have the highest overall academic average, **and**
- Have no adverse developmental counseling.

On graduation day, the DHG receives:

- Henry Caro Noncommissioned Officer Academy Plaque of Excellence.
- Letter of Commendation from the Commanding General
- Certificate of Achievement
- Henry Caro Noncommissioned Officer Academy Coin
- AAFES Recognition of Excellence Coupon Booklet

❖ **IAW AR 600-8-19, the Distinguished Graduate is awarded 15 promotion points.**

Commandant's List: These graduates will not exceed 20% of the class enrollment. These graduates must have "EXCEEDED COURSE STANDARDS" rating in block 13a of the AER.

❖ **IAW AR 600-8-19, Commandant's List graduates are awarded five promotion points.**

Tie Breaking: In the event of a tie, the Commandant will use the APFT score as a tiebreaker for these honors.

SMA Glenn E. Morrell APFT Award Winner: The APFT winner is the student who scores the highest on the APFT. In the event of a tie, the extended scoring system IAW FM 21-20 is used. The physical fitness winner receives

- Letter of Commendation from the Commandant
 - Certificate of Achievement
-

Distinguished Leadership Award: There is only ONE Leadership Award recipient. Eligible nominees appear before a board. The board will designate the Leadership Award to the nominee who receives the board's highest evaluation. The nominee must meet the following prerequisites:

- Have received no adverse counseling, **and**
- Having a SUPERIOR RATING in Block 14c (Leadership Skills) on the AER DA 1059, **and**
- Selected by peers with final recommendation by SGL

The Distinguished Leader receives:

- Letter of Commendation from the Commandant

❖ **IAW AR 600-8-19, the Distinguished Leader receives ten promotion points.**

Physical Fitness Training Achievement: Each student who achieves 270 or higher on the APFT with a minimum of 90 points in each event is recognized. These students receive:

- Certificate of Commendation from the Commandant.

CHAPTER 4

ELIMINATION FROM THE COURSE

Administrative Release

Administrative release from WLC is determined by the Commandant on a case-by-case basis. Reasons for release include compassionate reasons, emergencies, unit recall or other reasons beyond the control of the student. The student is eligible to return to the course as soon as the situation is resolved. Administrative releases are not adverse in nature.

Medical Release

Medical release is a type of administrative release and is determined by the Commandant on a case-by-case basis. Reasons for a medical release include injury or illness resulting in unreasonable delay and/or loss of training time, or being prohibited from participating in any required training. Medical releases are not adverse in nature. Released students may return to the course as soon as the condition is resolved.

Academic Release

Academic release is based upon failure to achieve a GO on any written examination or performance evaluation within two attempts. Academic releases are considered adverse IAW AR 350-1, Soldiers failing required NCOES for cause or academic reason will be removed from the promotion standing list, if applicable. A soldier eliminated for academic reasons may re-enter the course when both the unit commander and the Commandant determine that the student is prepared to successfully complete the course. Students released for Academic reasons receive an Academic Evaluation Report DA Form 1059 with adverse comments.

APFT Release

APFT release is based upon failure to achieve a GO on the APFT within two attempts. Releases for APFT failures are considered adverse. IAW AR 600-8-19, soldiers failing required NCOES for cause or APFT reason will be removed from the promotion standing list. Students released for APFT reasons receive an Academic Evaluation Report DA Form 1059 with adverse comments.

Disciplinary Release

Disciplinary releases are determined by the Commandant on a case-by-case basis and are considered adverse in nature. Disciplinary releases include (but not limited to):

- Violations of Academy policies, Post policies, or Army regulations.

Disciplinary Release (continued):

- Lack of self-discipline or motivation.
- Conviction under the provisions of the Uniform Code of Military Justice (UCMJ) or conviction in civilian court (except for minor traffic violations).
- Violations of the Student Honor Code System.
- Any conduct unbecoming of a Noncommissioned Officer.
- Absent from appointed place of duty, i.e. formation/classes etc.
- A student receiving excessive spot reports or adverse counseling (three or more) is considered a habitual offender and recommended for release from the course.
- Any unsafe action that endangers self or another student, resulting in an injury or illness and/or loss of training time.
- Other reasons as determined by the Commandant.

Additionally, soldiers eliminated for cause may be barred from reenlistment, receive non-judicial punishment, or be reclassified (Ref AR 350-1). Additionally, the soldier is removed from the promotion standing list (Ref AR 600-8-19) and receives a DA Form 1059 AER with adverse comments.

Release Procedures Under certain conditions, the Commandant can release students prior to course completion. Students may be considered for release from WLC for the following reasons:

- Personal conduct is such that continuance in the course is not appropriate (for example, if a student violates regulations, policies, or established discipline standards). No formal adjudication of guilt by a military or civilian court or by a commander under Article 15 of the Uniform Code of Military Justice (UCMJ) is necessary to support dismissal.
- Negative attitude or lack of motivation is prejudicial to the interests of other students in the class.
- Academic deficiency demonstrated by failure to meet course standards or lack of academic progress that makes it unlikely that the student can successfully meet the standards established for graduation.
- Failure to pass the APFT.
- Illness or injury (as determined by a physician), or added physical profile limitation.
- Compassionate reasons.
- Unit recall.

Students being considered for dismissal will be counseled by the chain of command (the assigned small group leader (SGL), the branch chief, and the commandant) prior to dismissal. Counseling sessions will be documented and signed by all counselors and acknowledged by the student. All counseling

**Release Procedures
(Continued)**

forms will be maintained with the student's records.

The following procedures apply in cases where dismissal is considered for motivational, disciplinary, or academic reasons:

- The SGL will notify the student in writing of the proposed action, the basis for the action, the consequences of disenrollment, the right to a faculty board, and the right to appeal. The Appellate Authority for WLC is the USAIS Command Sergeant Major. The SGL will advise the student that any appeal must be submitted within 7 duty days after receipt of the written notification of the dismissal action. Appeals will be submitted thru the Commandant to the Command Sergeant Major, United States Army Infantry School.
- The student will acknowledge by endorsement within 2 duty days receipt of the written notification of dismissal action. The endorsement must indicate whether or not the student intends to appear before a faculty board and or his/her intentions to appeal the dismissal action. Students may waive appearance before a faculty board and still maintain appellate rights.
- A faculty board is convened to investigate circumstances, enter findings and make recommendations regarding appropriate courses of action for the Commandant. The faculty board's recommendations may include, but are not limited to, graduation, reinstatement, or relief. **In all cases, the Commandant is not bound by the recommendation of the faculty board and may take such action as he deems appropriate.** WLC faculty boards will consist of at least three senior noncommissioned officers with a CSM as president and two members in the grade of master sergeant or above.
- The Commandant will consider all matters presented by the academic chain of command, the student, and the faculty board, and will view the student under the "whole Soldier" concept prior to taking action to relieve the student.
- In cases where the Commandant decides to relieve a student, he will notify the student in writing of his decision. The student may appeal the Commandant's decision to the USAIS Command Sergeant Major. To do so, the Soldier will acknowledge receipt of the Commandant's notification memorandum and indicate his intent to appeal. The student will be advised that any appeal must be submitted within 7 duty days after receipt of the written notification of the dismissal action. Appeals will be submitted thru the Command to the Command Sergeant Major, United States Army Infantry School.

**Release Procedures
(Continued)**

- The student will acknowledge by endorsement within 2 duty days receipt of the written notification of dismissal action. The endorsement must indicate whether or not the student intends to appeal the Commandant's decision.
- The Commandant will forward the faculty board report, if applicable, the student's packet, and his decision to the Office of the Staff Judge Advocate for legal review. After legal review, the appeal will be forwarded to the USAIS CSM for final action.
- The USAIS CSM will inform the student in writing of his decision.
- The Commandant will provide a written memorandum thru the first general officer in the student's chain of command to the student's organization stating the reason for termination and that the student may be reenrolled when the commander and Commandant agree on reenrollment eligibility.

Disenrollment for illness, injury, compassionate reasons or unit recall, or other reasons beyond the control of the Soldier will be made without prejudice.

Procedures are as follows:

- The SGL will notify the student in writing of the proposed action, the basis for the action and the right to appeal. The Appellate Authority for WLC is the USAIS Command Sergeant Major. The SGL will advise the student that any appeal must be submitted within 7 duty days after receipt of the written notification of the dismissal action. Appeals will be submitted thru the Commandant to the Command Sergeant Major, United States Army Infantry School.
- The student will acknowledge by endorsement within 2 duty days receipt of the written notification of dismissal action. The endorsement must indicate whether or not the student intends to appeal the dismissal action.
- In cases where the Commandant decides to relieve a student, he will notify the student in writing of his decision. The student may appeal the Commandant's decision to the USAIS Command Sergeant Major.
- If the student appeals, the Commandant will forward the student's packet and his decision to the Office of the Staff Judge Advocate for legal review. After legal review, the appeal will be forwarded to the USAIS CSM for final action.
- The USAIS CSM will inform the student in writing of his decision.
- The Commandant will provide a written memorandum thru the first general officer in the student's chain of command to the student's organization stating the reason for termination and that the student will be eligible to reenroll as soon as conditions that led to disenrollment no longer exist.

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CHAPTER 5

STUDENT HONOR CODE SYSTEM

General	Honor is the guiding principle of every endeavor involving the profession of arms. Integrity (honesty) is an expected basic attribute of every Soldier. In keeping with this basic concept, the following honor system is established.
Academics	<p>All presentations and tests must be your own work. This is not to preclude or prohibit you from working and/or studying together. The work of the individual students must reflect their own originality and techniques. Honor violations of the section include, but are not limited to:</p> <ul style="list-style-type: none">• Cheating.• Altering a test and/or test answer sheet.• Altering manuals used for open book tests.• Acquiring a copy or making copies of tests, test questions, or answers.• Copying and/or using someone else's work as your own.• Compromising the land navigation course by asking other students for help to find the correct point. Note: You are briefed prior to taking the land navigation evaluation that any form of communication (either verbal or nonverbal) with another student while on the course constitutes a violation of the honor code.• Possessing or distributing pre-marked maps of the Land Navigation Course or list of stake grid coordinates.• Using a GPS on the land navigation performance evaluation.
Personal Conduct	<p>All actions of the student must be in keeping with the highest standards and conduct of the noncommissioned officer. Whether on or off duty, student actions must set an example of conduct above reproach. Honor violations of this section include but are not limited to:</p> <ul style="list-style-type: none">• Lying or dishonesty.• Theft, stealing, or gambling or using gambling machines.• Consumption of alcoholic beverages during duty hours.• Possession, distribution and/or use of any illegal or controlled drug/substance at any time.• Student-faculty personal financial transactions of any type.• Possession of any unauthorized weapon or the unauthorized transportation of a weapon in a POV.

**Personal Conduct
(continued)**

- Conviction under the provisions of the Uniform Code of Military Justice (UCMJ) or conviction in civilian court (except for minor traffic violations).
 - Failure to comply with written or oral instructions, regulations, or SOPs.
 - Rendering a false report.
 - Any action, which shows a lack of motivation on the part of the student.
 - Any disregard or blatant violation of military customs and courtesy.
 - Cheating in the field by engaging other soldiers with altered MILES equipment, shaved keys, etc. Obscuring sensors, operating MILES without batteries or “tapping the laser” with the finger (silent killing) are also examples of MILES cheating.
-

Personal Rights

All interaction between students must create a climate of teamwork and professional cooperation, where the rights and dignity of the individual Soldier are preserved. Honor violations of this section include but are not limited to:

- Fraternization.
 - Sexual harassment.
 - Disregard for human relations and/or equal opportunity policies.
-

**Reporting
Violations**

Students who commit a violation of the Honor System must report the violation immediately to any Academy cadre member. A student witnessing or having first-hand knowledge of a violation must report the violation, even if the person who committed it did not. Any student having knowledge of a violation and fails to properly report it is also guilty of violating the Honor System.

Consequences

Violations of the student Honor System are not tolerated. A student in violation of any provision of this system is subject to disciplinary release. In all cases, the Commandant determines student releases under the provisions of the Honor System.

Henry Caro NCO Academy Honor Code

The concept of the Honor Code among Soldiers evolved centuries ago when individuals first banded together in order to establish a system for defending their land and property. Through the years, servicemen and women have grown from small bands into well-organized groups. In all such groups, leadership positions and Honor Codes have developed within them. Leaders established guidelines and regulations, which were carried out and enforced by their subordinates.

Subordinates also relied on the honesty and integrity of their leaders. This situation persists in our present day Army. Leaders still rely on the honesty and integrity of the soldier, and your word is accepted as truth. If your actions are such that honesty and integrity may be questioned, then the leader not only jeopardizes his/her position and status, but the position and status of those who work for them. The basic concept of the Honor Code is that a noncommissioned officer does not lie, cheat, or steal. In its most practical application, it means that an individual's word is his/her bond. Attendance reports are presumed to be correct since noncommissioned officers render them to officers.

The Henry Caro Noncommissioned Officer Academy Honor Code system operates on the principle that integrity is an essential attribute. It is not designed to stifle individual academic freedom, preclude the sharing of knowledge, or interaction with fellow students; however, all graded requirements, oral, written, or hands-on must be an individual effort.



As a leader and student, I will always tell the truth and keep my word.

I am above dishonesty, cheating, quibbling, and evasive statements.

I will always respect the property rights of others and the government.

I am aware that my signature is my bond.

If I violate the Honor Code, I expect neither immunity nor special treatment.

I am honor bound to report any breach of honor that comes to my attention

As a Noncommissioned Officer, I desire responsibility and expect accountability for my actions.

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CHAPTER 6

ACADEMY SAFETY

General

SAFETY IS FORCE PROTECTION. Force protection is an integral part of mission accomplishment by including risk assessment and risk management in the decision making process. Risk assessment/management eliminates unnecessary risk, minimizes fratricide, and avoids accidental injury to Soldiers and damage to equipment. Force protection responsibilities continue around the clock, both on and off duty.

Safety in training and training safety are not synonymous. Safe training is achieved by integrating safety in the planning, development, and conduct of training. Leaders must commit to accomplishing missions without unnecessarily jeopardizing lives and equipment. Leaders must recognize unsafe behavior while making prudent decisions and developing operational processes to minimize hazards.

On Fort Benning

Everyone is a safety officer. Everyone must identify risks and risky behavior; makes corrections, and implements control measures. Safety is not taken lightly—this is serious business. Here are some general guidelines:

- No horseplay anywhere. If you have that much energy, do PT.
- Use reflective vests when doing PT and when marching troop formations that are squad size or larger. Students will wear the road guard vest when marching. The lead and trail elements will wear them in formation. When there are only three people in a formation, all three will wear the road guard vest.
- Use water from approved sources only. The water from faucets on Fort Benning is safe to drink.
- Use caution while using the Gym and basketball court off-duty. An injury on the court could result in an early release from the course as a non-graduate.

Weapon Safety

Weapons, loaded or unloaded, can cause injuries or death to you and those around you.

- Inspect ammo before loading into magazines. Only blank ammunition is used in WLC. If you find any live ammunition, report it to your SGL immediately.
- Using a blank firing adapter is required. Ensure it is mounted properly.
- Weapons are on SAFE always, unless intentionally firing the weapon.

Weapon Safety (continued):

- Keep your finger off of the trigger unless you are intending to pull the trigger and fire the weapon.
 - When engaging other soldiers using blank ammunition, the minimum safe firing distance is 25 meters. If you have to shoot any closer, point the weapon skyward, fire your rounds, and announce "CLOSE KILL."
 - Clear your weapon and remove the magazine when exiting the training area. Clear your weapon before turning it in at the arms room.
-

Summer Hazards

Summer season poses challenges to those stationed in Georgia and attending this course. Heat can kill you and fellow Soldiers if you are not careful. The Academy operations section monitors the Heat Index hourly. Your cadre will give you specific guidance about modifying the uniform or adjustments to the work-rest cycle depending on the heat category. Heat safety includes:

- Hydration – drink water even if you are not thirsty. Drink up to, but not more than 1 ½ quarts per hour, no more than 12 quarts per day. Every soldier has the responsibility to hydrate.
- Water is the best liquid to hydrate your body. Soft drinks and sports drinks are loaded with sugar, and are not nearly as good at hydrating you body as water is.
- Avoid activities in the direct sunlight if possible. Work in the shade.
- Adjust clothing for maximum ventilation. Un-blouse boots, open shirt buttons, wear LBE open (Cadre will direct these measures as necessary).
- Rest as often as possible. Save energy. Perform strenuous details in the cooler parts of the day if possible.
- Supplements with the exception of multi vitamins are not authorized in PLDC.
- You are allowed to wear and use Camel-Bak® type canteens here when training in the training area (not in garrison). They are recommended for use during the summer months.
- Use the buddy system, keep a sharp look out for any change in mental status when evaluating for heat injuries.
- Use insect repellent.
- Spring and summer storms typically occur. Flash flooding can happen rapidly. Be prepared to move quickly from low ground and maintain 100% accountability of your personnel at all times.
- Lightning frequently accompanies these storms. Once a lightning alert is given, move to low ground. Lower all antennas on radios and turn off the RT. Ground weapons and metal

Summer Hazards (continued):

- equipment and move away from them. Be alert for flash flooding while in low ground and be prepared to move quickly.
- Insect stings can kill you if you are allergic to them or are stung enough times. Each CLS carries a bee-sting kit in the field. If you are allergic to insect stings, you must also carry a bee-sting kit with you in the field. Individuals are also required to carry their own bee sting kit in the left breast pocket with the red belt tab extended so others can identify you as being allergic to insect stings.
 - Wild animals and loose dogs are in the training area. Avoid these critters and they usually avoid you. Don't play with them or attempt to capture them.
 - Use caution when negotiating rough terrain in the training area.
-

Winter Season Hazards

Winter season in Georgia poses unique challenges to Soldiers training here. True cold weather injuries are rare here, but can happen to those who are not careful or ignore risk reduction measures. Avoid becoming a cold weather casualty:

- Dress loosely and in layers. Loose clothing traps air pockets, which insulate against the cold. Several thinner layers of clothing insulates better than one or two thick layers.
- Don't overdress. Overdressing will cause you to get too warm, sweat, and then your clothing will be wet. Wet clothing does not insulate you against the cold. Ventilate by opening clothing to avoid overheating while doing strenuous work. You can become a heat casualty in the winter.
- Keep your head covered. You lose body heat very quickly through an exposed head.
- Exposed flesh may freeze when exposed to extremely cold air. Exercise to get blood flowing faster to carry core body heat to the extremities and exposed face and head. Keep face covered as much as possible. Do push-ups while pulling security to keep warm.
- Change wet clothes immediately. Change damp socks often while in the field. There is no reason why you should not be able to change socks 2-3 times per day while in the field at WLC. Damp socks can cause trench foot and frostbite. Change your T-shirt when it becomes damp with sweat.
- When getting into your sleeping bag, dress down. Don't wear all of your cold weather clothing into your sleeping bag. Your bag is designed to keep you warm enough with just your underclothes on. Don't wear your boots inside the bag. Take them off; put them in the bag with you so they will dry out.

Winter Season Hazards (continued)

- Hydrate. It is just as important to keep your body fluids up in the winter as it is in the summer. You probably won't be thirsty, but drink your water anyway.
 - Eat your meals. You need all the calories you can get in the cold weather. Your body burns fuel rapidly to stay warm in the winter.
 - Avoid caffeine and tobacco products. Both cause the blood vessels to constrict, reducing the flow of warm body core blood to the extremities.
 - Skin freezes to metal. Wear gloves when handling metal items.
 - Rain and ice make Fort Benning a slippery place in the winter. Use caution when running or marching troops on the roads. March troops at "route-step".
 - Outside stairwells freeze and are slippery. Use handrails.
 - Use your sleeping mat or air mattress between your sleeping bag and the ground. Add leaves and dry grass below that to add additional insulation between you and the frozen earth.
 - Keep your nose and mouth outside the sleeping bag; avoid breathing into the bag. Your breath contains moisture. If you breathe continuously into your sleeping bag, your bag gets wet and does not insulate you against the cold. Additionally, carbon dioxide is hazardous if you breathe it for extended periods of time. Your body will generate enough heat inside your bag to keep your exposed nose and mouth from freezing.
-

Consequences

Any disregard of a safety measure that results in an injury or illness of a Soldier (to include you) is considered a safety violation. This chapter is meant to address many of the safety concerns at the academy; however, it would be impossible to list every possible safety concern or violation possible. Violation of safety measures can result in adverse counseling, an adverse spot report, disciplinary release from the course, and/or recommendation for UCMJ punishment. Additionally, it could result in an injury or worse, a death of a Soldier. That Soldier could be you.

CHAPTER 7

STUDENT BARRACKS STANDARDS

General

Maintenance and upkeep of Army facilities is a responsibility of the noncommissioned officer. The standards for upkeep of your room and barracks are purposefully high. This is to reinforce an age-old trait (skill) of the NCO: **Attention to Detail**. You are given simple, written instruction of what the standards are. An NCO (your SGL) will show you exactly what these standards are. You are expected to follow these guidelines explicitly. As a student leader, you are expected to enforce these guidelines explicitly. You are evaluated on your ability to follow simple, written instructions. As an NCO, you cannot be expected to enforce simple instructions if you can't follow them yourself.

These stringent standards also reinforce teamwork. You are not expected to do all the work yourself; you do have roommates. If two Soldiers can't accomplish a simple mission like taking care of an assigned room and property, then they surely cannot be expected to take care of **SOLDIERS**, the Army's most valuable resource.

The student chain of command will develop SOPs for the proper maintenance and display of clothing and equipment within the first 72 hours of the course.

Maintenance Guidelines

You are evaluated on your ability to follow the instructions in this chapter daily. Do not embarrass yourself!

- All inspectable items such as billets, police area, break area, classroom, latrine, field equipment, uniforms, lockers, etc., are prepared for inspection prior to first formation, daily.
- Walls, floors, and baseboards are cleaned daily; carpets vacuumed daily.
- Latrine is cleaned daily.
- Use only the cleaning materials issued by the Cadre to clean the barracks. Use no other items. Trash can lid is stored under trashcan. Trash cans remain right side up and emptied by the first formation.
- Open blinds in room everyday prior to inspection, blinds are flush with the sides of window walls.
- Window is open approximately one inch in winter months and closed during the summer months (aired out weekly).

Barracks Rules

Here is a list of general rules that apply in the student barracks:

- **No food, candy or drinks are allowed (except water) in the barracks. Exception is in the day room.**

- The Dayroom closes at 2130 Hours daily.
 - Turn off all lights when the billets are unoccupied.
 - Do not remove or tamper with fire extinguishers.
 - Do not move or remove furniture from the room.
 - A complete and appropriate uniform is worn when not in the billets. Students may wear PFU while off duty in the barracks.
 - No Portable TVs, pocket-sized radios, clock radios or CD players are allowed.
 - No smoking or dipping in the barracks. Use tobacco products in designated areas only.
 - Use a protective cover when shining boots and shoes in individual rooms, hallways, dayroom, or laundry room.
 - Iron and ironing boards are authorized and will be stored when not in use.
 - Safeguarding of valuables is an individual responsibility. Ensure your locker is secure before leaving your area. Locks will have two keys or be a combination-type lock. All items are locked up in a wall locker except those items displayed outside of the wall locker. Secure your property before going to bed.
 - Do not close or lock your doors at night when you go to bed.
 - Male soldiers will not enter female Soldier's room without knocking and being told to enter. Male and female soldiers will not be in the same room at the same time with the door closed at any time. Students will not enter unoccupied rooms. The elevator, roof, basement, and the second floor are off limits to students.
 - No items except those mentioned in this chapter may be displayed, i.e.; pictures, items left on the desk, etc.
-

Wall Lockers

Room SOP will be developed by the student chain of command with these guidelines:

- All clothing is displayed with all buttons buttoned as worn and all zippers zipped.
 - Place a 2-inch separation between each hanger on the rod.
 - Place all extra and empty hangers to the far right of the clothes rod with approximately ½" separation between hangers.
 - No pin-on rank on displayed uniforms or headgear.
 - The LBE or LBV is wrapped around the Kevlar helmet on top of the rucksack. Snaps and cases are closed.
 - The rucksack is displayed lying on the frame inside the wall locker. All straps are secured and neatly tucked into the rucksack. All snaps on the rucksack are snapped.
-

Bunks

Bunks are made daily with issued linen, and blankets. Refer to **FIGURE 3**

- The blanket is made tight without visible wrinkles; hospital corners (45 degree angle) are used when making the bed. The top edge of the sheet and blanket will be folded to a width of 4" approximately 18" from the top of the mattress.
 - The pillow is centered at the head of the mattress.
 - The second blanket will be utilized as a dust cover. It will be made tight without visible wrinkles; hospital corners (45 degree angle) and run parallel with the bottom of the 4" fold.
 - Linen exchange is every Friday evening.
-

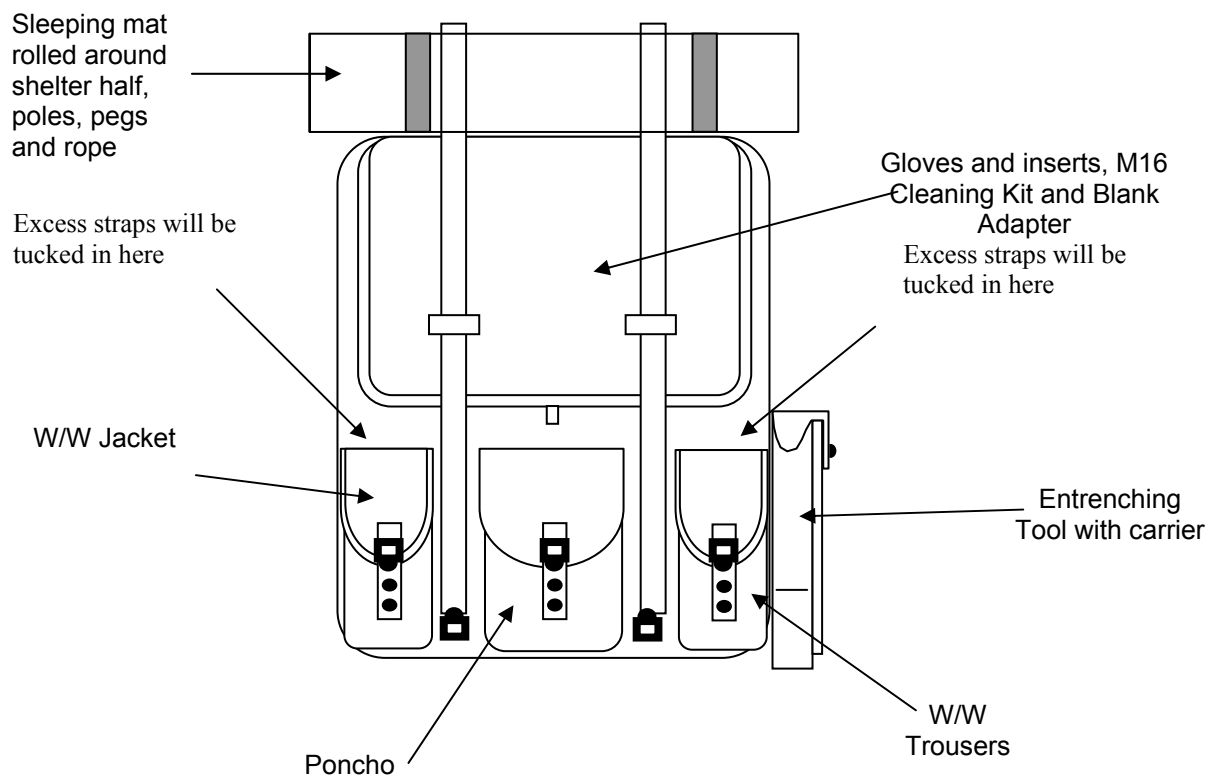
Bulk Storage

All excess items, extra duffel bags and civilian luggage are labeled with student's name, roster number and are stored in the baggage room.

TA 50 SOP:

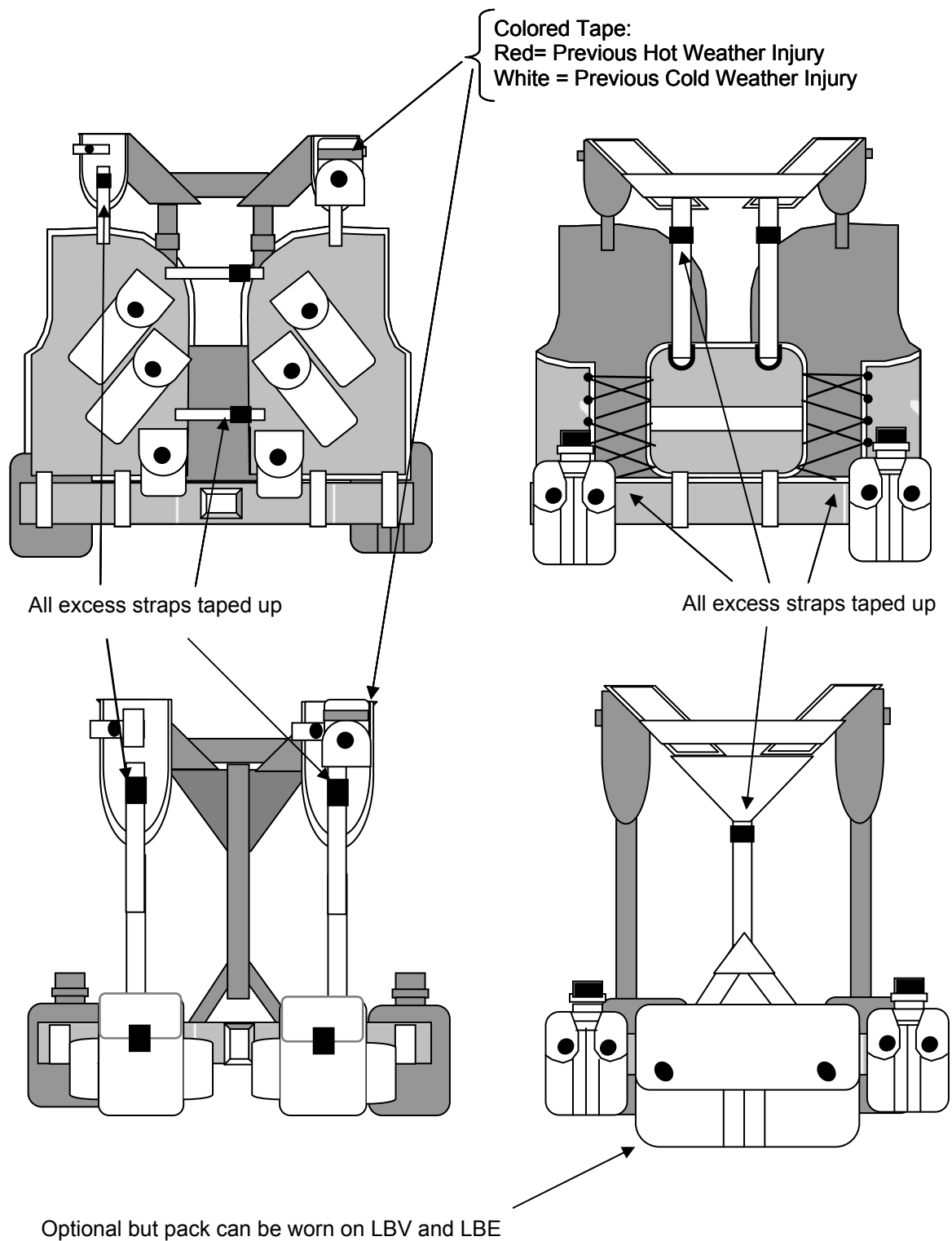
See Figures 1 & 2.

FIGURE 1
RUCKSACK SOP



At no time will loose straps hang from the rucksack.

FIGURE 2
LBV / LBE



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